

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR MEETING OF THE
FACULTY SENATE HELD ON OCTOBER 13, 1995,
IN MARVIN CENTER, ROOM 403

The meeting was called to order in the absence of the President by Interim Vice President Salamon at 2:25 p.m.

Present: President Trachtenberg, Interim Vice President Salamon, Interim Registrar Selinsky, Parliamentarian Keller, Deans Caress and Futrell; Professors Boswell, Brewer, Captain, Castleberry, Darr, Elgart, Englander, Griffith, Gupta, Haque, Harrauld, Johnston, Kahn, Park, Pelzman, Robinson, Seavey, Silber, Smith, Straw, Vontress, and Yezer

Absent: Deans Fowler, Friedenthal, Frieder, Harding, and Keimowitz; Professors Kimmel, Solomon, and Tropea

APPROVAL OF THE MINUTES

The minutes of the regular meeting of September 15, 1995, were approved as distributed. Professor Darr requested that since the titles of administrators were included in the attendance record that the titles of faculty should also be included. The Chair directed that the titles of faculty be included in the attendance record as "Professors."

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced

The President arrived at this point and assumed the Chair.

1994-95 ANNUAL REPORT OF THE FISCAL PLANNING AND BUDGETING COMMITTEE BY PROFESSOR ANTHONY M. YEZER, CHAIR

On behalf of the Fiscal Planning and Budgeting Committee, Professor Yezer, Chair, distributed copies of the 1994-95 Annual Report together with a List of Tables to the Senate members. Professor Yezer said that the Report covered basically two areas: (1) Report on the University Budget, and (2) Report on the Fiscal Performance Model.

11/7/95
Prof. Parks's Report
on Advisory Comm
was inadvertently
omitted w/ minutes.

Addressing the University Budget first, he briefly described a list of ten categories which represented the Committee's distillation of the most important indicators of the University's financial status. The ten categories are: (1) Total real net undergraduate tuition revenue; (2) Total real net revenue from graduate tuition; (3) Undergraduate student applications; (4) Instructional expenditure as a percent of net revenue; (5) Administrative and General expenditures; (6) The main declines in expenditures; (7) Total endowment income as a percent of total University revenue; (8) Gifts and bequests to the University's current operations; (9) Total outstanding University debt in 1994; and (10) Total number of active status faculty lines filled. Professor Yezer noted that the Committee excluded discussion of the Medical Center which was budgeted separately, and that all the data reported in the Annual Report have been deflated into 1988 dollars, unless otherwise noted. He said that much of the Committee's data reflected a comparison between actual expenditures for FY88-FY95 and budgeted for FY96, and that these data did not reflect budgetary shifts to the Law School. Before proceeding further, Professor Yezer asked if there were any questions about the first part on the University Budget.

Professor Darr asked if legal expenses, Table 7, included settlement costs. Professor Yezer replied that it did not include settlement costs, but that the Office of Legal Matters is expanding the University's legal activity in a preventative fashion. If one looks at the external legal expense versus the Office of Legal Matters, there has been some displacement of external legal expense by that Office.

Professor Silber inquired about the increase in net income in parking fees shown on Table 6a. Professor Yezer replied that between 1988 and 1994 there was a very substantial increase in real parking fees, but that the net income does not include a depreciation charge for capital consumption or for the opportunity cost of land. He said that if we were ever to factor in those charges, the University would be in the red, but that is not the basis of University planning as a non-profit institution.

Further discussion followed by Professors Kahn, Yezer, Griffith, Englander, and Assistant Vice President for the Budget Boselovic.

Professor Robinson noted in Table 6, Libraries, that there was an expected decline by 4.3% for fiscal year 1996, and she asked Professor Yezer if he had any other information on that item. Professor Yezer said that this was an area where, given that the real cost of collections has tended to go up, one would hope that expenditures could rise in real terms rather than fall. Professor Griffith said that this was one of the areas the Committee has been

trying to track over the past several years to try to see what was happening with regard to library expenditures as a percentage of net revenue. If one starts in fiscal year 1988 there is a clear trendline going down. It went up a little bit in 93-94, is projected to go back down in 95, and it is not going anywhere in 96. He said that if one looks at the overall budget, one can see that one of the few areas where the University was able to squeeze out a few more dollars to raise expenditures is in administration and general. He said that this is a matter of concern to the Committee and that he was hoping that we would be able to work with the Library this year to try to establish some better targets for Library expenditures. Vice President Salamon pointed out that Jack Siggins, University Librarian, has prepared a very thorough request for attention to the Library budget over the next several years, and it seemed quite certain that this matter would be addressed with a clear plan in mind.

Professor Gupta said that he found it disconcerting that the numbers provided in the data were given in 1988 dollars, and that he would prefer to see what the current numbers are for 1994 and 1995. Professor Yezer replied that the figures could be put in current 1996 dollars although it was the opinion that most people tend to want to make comparisons across the years and, since some people tend to be deceived by figures stated in current dollars, the Committee chose this method of presenting the data.

A discussion followed by Professors Gupta, Yezer, Silber, and Pelzman.

Professor Yezer then addressed the second area of his report concerning the Fiscal Performance Model. This was a major activity designed to try to develop some basic rules for reporting revenues and costs, and disaggregating them by school. The Committee recommended and the Senate adopted the specific school fiscal performance model described in detail at the back of this report. The administration has applied this model to data for fiscal year 1994 and the results are shown in tables labeled FY 94 Academic Division Operating Statement. He said that there is always an element of arbitrariness in allocating revenues and in allocating expenditures. It's most useful to use the index to monitor performance over time. In this case, the Committee only had one year's numbers that have been computed. But he thought this was a fairly careful analysis and not that dissimilar from what one would find in a respectable textbook on academic budgeting.

Professor Gupta asked if his understanding was correct that the bottom line showed a balance of \$46 million dollars after expenditures as indicated in the attached tables. Professor Yezer explained that that figure did not, of course, include general University overhead for common systems like the Gelman Library,

Administration overhead, Computer Center, etc. Those are things, he said, that the University does not feel comfortable trying to allocate back to individual schools. Professor Yezer said that if we took the \$46 million dollars and subtracted all the University overhead, we would have about \$250,000 left.

Further discussion followed by Professors Griffith, Silber, Gupta, and Yezer.

Professor Griffith asked the President if the administration still publishes the University's Financial Report for the preceding year in its Annual Report. President Trachtenberg said that the annual financial statement is published and, since it is a public document, he said that anyone who wished to see it could do so. Professor Griffith explained that the reason he made that point was for those faculty who were concerned about what the real dollar figures are and what current expenditures are and how that is allocated across the University.

Further discussion continued by Professors Yezer, Smith, Johnston, Griffith, and Gupta.

Professor Yezer said if people are going to make a commitment to an institution, he thought it was worthwhile for them to consider its fiscal condition. The picture this report has painted here, he said, is very, very different than most people's prior conceptions, and he urged the Senate to suggest to their colleagues that they take a look at the numbers, especially the ten points and the tables. (1994-95 Annual Report of the Fiscal Planning and Budgeting Committee is enclosed and made part of these minutes.)

GENERAL BUSINESS

I. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Joseph Pelzman, Chair, is enclosed and made a part of these Minutes.

II. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

A. Physical Facilities Committee

Professor Englander, Chair of the Committee on Physical Facilities, gave a brief update on a presentation made by Vice President Katz and Associate Vice President Ingle to the Committee at its meeting yesterday. There were basically two parts: renovation and new construction. On the renovation side, renovation of the Lisner/Stuart complex is proceeding apace; the

Marvin Center changes have moved from construction to renovation because of long-going disputes with neighbors opposed to certain proposed changes, and, therefore, normal upgrades will be made in the Marvin Center. In terms of new construction, the big item is construction of a new residence hall that will be located on the corner of H and 24th Streets. This will be a very impressive residence hall with all new modern facilities and underground parking, and will house upper level undergraduates. This is only the second residence hall built by the University, the first being Strong Hall, and groundbreaking will take place next week. Construction of the Health and Wellness Center on 23rd and G Streets is being delayed because of ongoing community discussions, particularly with the church next to the proposed Center.

The planned construction of a building, originally to be 75% occupied by WETA, will proceed, to be used for academic purposes. Finally, the Campus Amenities Project that was presented to the Faculty Senate a few years ago is proceeding on a much lower scale than originally proposed by way of installation of flags, stanchions, George Washington busts, and new three dimensional maps on campus.

B. Advisory Committee for the Vice President for Academic Affairs Search

Professor Park, Chair of the Advisory Committee, presented a progress report on the Vice Presidential Search. (Professor Park's report is attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Pelzman asked the privilege of the floor for Mr. Golparvar, Student Association Director of Community Relations, for an announcement.

Mr. Golparvar announced that a "Clean Up Foggy Bottom" event would be held on November 4, 1995, from 8:30 a.m. to 1:00 p.m. This program was initiated by the Student Association in the interest of fostering better community relations within the DC area. He urged the faculty to attend this event with the students and community members.

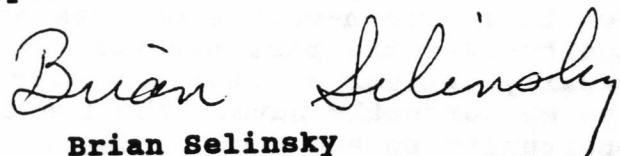
Professor Smith commented that among the fall holidays, he thought that Yom Kippur instead of Columbus Day would be a more sensible holiday. The President said that the University is now down to fourteen-week semesters and he has heard complaints from faculty over the past several years about how difficult it is to actually deliver a plausible curriculum in the reduced number of days we currently have. The President said that if there were an opportunity to add another day of teaching, the Faculty Senate

would prefer to do that by holding classes on Columbus Day. Professor Griffith pointed out that in the early seventies the University was on a thirteen-week schedule because classes did not begin until Labor Day and were finished before the midwinter break. Some years ago, he said, the University moved to a fourteen week calendar by starting classes the last week of August in order to still finish before the midwinter break. Therefore, there has been an increase, rather than a decrease, in the length of the semesters. Professor Griffith also noted that the University did try switching the Veteran's Day holiday for the Wednesday before Thanksgiving, but that did not work out because we lost the whole week, not just a day. Therefore, the Senate agreed to take the holiday in October, on Columbus Day, because of the timing relative to the stretch of the semester.

Professor Silber, noting that there will be construction of a new academic building, said he wished to call everyone's attention to the fact that we are woefully short of large classrooms. With the exception of the Law School and Medical School, he said that there were only four classrooms that seat more than 100 people in the entire University. President Trachtenberg replied that it is anticipated that the new building will include a room with at least 400 seats in it, similar to the Betts Theatre. Professor Silber said that he was glad to hear that, but he emphasized that it was important to have some classrooms of moderate size, perhaps between 100-170 seats, so that there will not always be a mad scramble to find rooms for fairly large introductory sections and oversubscribed sections. Professor Englander noted that there will be one large room seating about 100-150 in the new Lisner complex, and there are two in Funger Hall, 103 and 108, the latter being modernized similar to 103. The President said that Professor Silber's point was one in which the faculty and the administration could make a common cause. The interests of both, in a manner of speaking, were being served by having some additional large classes. However, he said, he did not think that this University would want to become an institution parallel to some of the larger state universities in which students are educated in "humongous" groups. But, he said, there is clearly an inadequacy of 150 to 200 seat classrooms and that perhaps another large classroom could be included in the work plan for the new academic building.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 3:50 p.m.


Brian Selinsky
Secretary

REPORT OF THE EXECUTIVE COMMITTEE
OCTOBER 13, 1995
JOSEPH PELZMAN, CHAIR

On behalf of the Executive Committee, I would like to report on the following matters:

I. POLICY ON PATENTS AND SCHOLARLY WORKS

The Executive Committee elected to delay placing this matter on the Senate's agenda for today's meeting primarily because there were a series of questions and concerns that were raised. Since there is no deadline to be met, the Executive Committee thought it would be much more productive to invite written comments from Senate members and their colleagues from each of the schools before taking action on the policy. All comments should be directed to Professor Hague, Chair of the Research Committee.

II. COMPREHENSIVE CONFLICT OF INTEREST POLICY

The Executive Committee is in the process of establishing a Joint Faculty-Administration Committee to undertake the drafting of a comprehensive conflict of interest policy, starting from zero. Because there is no due date for this policy, the Executive Committee will ask the Joint Committee to look at conflict of interest policies at other universities as part of its task.

III. PROCEDURES FOR RESPONDING TO COMPLAINTS OF SEXUAL HARASSMENT

The Executive Committee received from the Interim Vice President for Academic Affairs procedures for responding to complaints of sexual harassment. These procedures will be a matter of discussion by the Executive Committee with Interim Vice President Salamon and University Counsel Blumer at its next meeting.

IV. ANNOUNCEMENTS

The next meeting of the Executive Committee is scheduled for Friday, October 27, 1995. Committee Chairs are asked to forward any reports or resolutions to the Executive Committee before October 27th for inclusion on the Senate's agenda for the November 10th meeting.

Professor Robinson asked Professor Pelzman if the Executive Committee would be sending the Procedures for Responding to Complaints of Sexual Harassment to the Professional Ethics and Academic Freedom Committee. Professor Pelzman indicated that it

would be forwarded to the PEAFC Committee once the Executive Committee has discussed it with University Counsel.

Professor Captain asked Professor Pelzman if he had an announcement to make about Monday's March on October 16th. Vice President Salamon responded that the University would be open for business on that day and that everyone should take note of the fact that travel may be more difficult than usual and should allow such time as may be necessary. Finally, some members of the University community will be participating in the event, and the administration would ask that they be accommodated in the usual ways in which we recognize that people have personal needs.

**The George Washington University
Senate Fiscal Planning and Budgeting Committee**

Annual Report for AY 1994-1995

The Senate Fiscal Planning and Budgeting Committee met monthly during the year and pursued several objectives. The Committee as a whole met regularly with Vice President and Treasurer Louis H. Katz, Associate Vice President for Finance John Schauss, and Assistant Vice President for Budget Don Boselovic to develop a report on the University Budget and to present a number of key financial indicators which would be as meaningful as possible for the faculty. The Committee acknowledges the generous assistance of Messrs. Katz, Schauss and Boselovic, who have been extremely responsive to the Committee's requests for detailed and analytic financial reports. The Committee wishes to express its appreciation to these officers for helping to develop the spirit of shared governance which the members of the Faculty Senate have been seeking from members of the University administration.

The Committee worked with the Administration in developing a financial performance model which would provide a consistent method by which the financial performance of the individual schools could be assessed. Explanations of specific categories of revenue and expenditures are presented as part of this report.

The Committee recommends that next year's Committee build on the data and analysis in this year's Report to prepare recommendations to the Faculty Senate on budgeting criteria and priorities which should be developed over the next few years of the planning cycle.

I. *Report on the University Budget*

The Committee suggests that all faculty will want to familiarize themselves with the following list of ten points, which represents our distillation of the most important indicators of the University's financial status. (We excluded discussion of the Medical Center, which is budgeted separately.) All the data reported here have been deflated into 1988 dollars, unless otherwise noted. Much of our data reflects a comparison between actual expenditures for FY88-FY95 and budgeted for FY96. These data do not reflect budgetary shifts to the Law School.

- 1) **Total real net undergraduate tuition revenue** (i.e. actual dollars adjusted for both inflation and financial aid) declined over the 1988 - 1994 period by 3.8 percent and is projected to increase over the FY94 level through FY95 and FY96 under the assumption that undergraduate enrollments remain constant as the discount factor is reduced to 39 percent. (See Table 1.)
- 2) **Total real net revenue from graduate tuition** has increased by an annual average 7.9 percent over the 1988 - 1994 period and is projected to increase by an annual average rate of 4.0 percent through FY95. For FY96 there is a small decline in real net revenue due to a slight fall in students and an increase in the discount factor to 18.1 percent. This indicates an attempt to increase the amount of financial support for graduate students while reducing that support for undergraduates. (financial assistance is referred to as the discount factor). (See Table 2.)
- 3) **Undergraduate student applications** increased sharply in FY94 which represents a major change from the earlier Fall 89 - Fall 92 trend. The increase in applications for Fall 94 has permitted the percent of applications accepted to decline from 80 percent to 59 percent. By contrast, **graduate student applications** increased consistently over the Fall 89 - Fall 94 period. The percent of applications accepted has increased from 41.5 percent to 45.7 percent over the same period. (See Table 3.)
- 4) **Instructional expenditure as a percent of net revenue** has remained constant at about 50 percent. (See Table 4.) This ratio has remained constant over this period of time and appear to be a fundamental implicit planning ratio of the University.
- 5) **Administrative and General expenditures** have risen as a fraction of net revenue from 8.3 percent in FY88 to 8.8 percent in FY94 and are projected to rise to 9.8 percent in FY96. Contributing to this growth is an increase in legal expenditures from \$279 thousand in 1988 to 1.5 million in 1994. (See Tables 4 and 7.) Even without this increase, Administrative and General expenditures have increased by 28.4 percent, in real terms (See Table 6). A **second major growth area** in terms of expenditure as a percent of net revenue has been in student services. Expenditure on student services rose from 7 percent in FY88 to 8.9 in FY94 and are projected to be 8.2 percent of net revenue in FY96. This increasing trend in student services reflects a University policy designed to attract incoming freshman.
- 6) **The main declines in expenditures** as a percent of net revenue are in libraries and in maintenance & operation of plant. Expenditures on libraries have declined from 5 percent in FY88 to 4.4 percent in FY94 and are projected to decline to 4.3 percent of net revenue by FY96. This decline in percentage expenditures on libraries has occurred in spite of increases in real costs for books, journals, and information technology and despite the

increasing fraction of tuition revenue from graduate students. (See point 2 above).

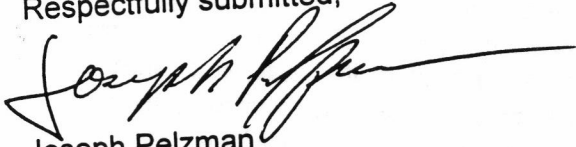
- 7) **Total endowment income is 3 percent of total University revenue.** The market value of endowment has increased from \$16.6 thousand per FTE (in 1988 dollars) in FY88 to \$26.5 thousand per FTE in FY94. A comparison of endowment per FTE of GWU with a number of its "market basket" schools is presented in Table 8. **The total transfer of endowment income** to the operating budget (referred to as the payout ratio) in FY94 was \$10 million. The formula for the payout ratio is 5.5 percent of a three-year moving average of endowment, as recommended by this committee and endorsed by the Faculty Senate in the past.
- 8) **Gifts and bequests to the University's** (non-medical center) supporting current operations have fallen as a percent of expenditure from 2.5% for the 88-93 period, to 1.7% for FY95-FY96. (See Tables 5 and 9).
- 9) **Total outstanding University debt** in 1994 was \$ 127.4 million. For FY94 the University debt service was \$8.3 million in interest payments and \$8.2 million in principal payment. Over the next several years, the University will borrow \$30.8 million for several initiatives. These include the Health and Wellness Center (\$21.3 million), the renovation of the Marvin Center (\$7.0 million) and the University Inn (\$2.5 million). Of these amounts, debt service on the Health and Wellness Center and the Marvin Center will be paid from the revenue generated by these facilities. For FY93 the ratio of the University's current assets to liabilities was 1.58 to 1 and the ratio of the University's total liabilities to fund balances was .69 to 1. To date we have not received a capital budget for the University.
- 10) **The total number of active status faculty lines filled** by rank and School is presented in Table 10. The information reported in Table 10 points to moderate growth in faculty positions filled from 579 in 1988 to 647 in 1994. The existing number of faculty is in line with the University's plan to freeze faculty lines to 700 faculty positions.

II Report on the Fiscal Performance Model.

The Committee was requested by the Board of Trustees and the Administration to develop a fiscal performance model. The model is designed to assign revenues and costs to individual school in so as possible. Of course many elements of costs defy such assignment and are left as a common overhead item. The committee recommended and Senate adopted the specific school fiscal performance model described in detail at the back of this report. The Administration has applied this model to data for fiscal year 1994 and the results are shown in tables labeled FY94 Academic Division Operating Statement. This

model is designed to provide a consistent measure which can be used to chart the fiscal progress of individual schools.

Respectfully submitted,



Joseph Pelzman
Professor of Economics
Chair, Senate Fiscal Planning and Budgeting Committee

and the members of the Committee:

Professor Edward J. Cherian, SBPM
Professor David Davis, Medicine
Professor Diane M. DePalma, University Counseling Center
Professor Charles A. Garris, CMEE
Professor William B. Griffith, Department of Philosophy
Professor James E. Kee, Public Administration
Professor Roger H. Lang, EECS
Professor Craig W. Linebaugh, Speech and Hearing
Professor Salvatore R. Paratore, Educational Leadership
Professor Henry Solōmon, Department of Economics
Professor Harry S. Watson, Department of Economics
Professor Robert C. Waters, Engineering Management
Professor Anthony Yezer, Department of Economics

LIST OF TABLES PREPARED FOR THE FACULTY SENATE'S FISCAL PLANNING AND BUDGETING COMMITTEE

Table 1	Net Tuition Revenue - Undergraduate
Table 2	Net Tuition Revenue - Graduate
Table 3	Admissions Information
Table 4	Expenditures as a Percent of Net Revenue
Table 5	Net Revenue as a Percent of Expenditures
Table 5a	Auxiliary Enterprise Net Income
Table 6	Growth in Expenditures by Function
Table 6a	Growth in Library Expenditures
Table 6b	Growth in Full-Time Faculty Salary Expense
Table 6c	Growth in Student Services Expenditures
Table 7	University Legal Expense
Table 8	Comparison of Endowment Per FTE
Table 9	University Fund-Raising
Table 10	Distribution of Active Status GWU Faculty
Table 11	Summer Sessions Revenue and Expenditures

Table 1
NET TUITION REVENUE - UNDERGRADUATE (a)
ON CAMPUS ACADEMIC YEAR
(In Thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY 88-94</u>	<u>Projected FY 95 (b)</u>	<u>Budget FY 96</u>
Tuition Revenue	\$47,502	\$52,823	\$60,013	\$63,684	\$65,612	\$65,507	\$69,921	47.2%	\$74,563	\$76,233
Financial Aid	<u>7,137</u>	<u>7,758</u>	<u>12,312</u>	<u>15,789</u>	<u>20,869</u>	<u>26,090</u>	<u>31,102</u>	<u>335.8%</u>	<u>30,868</u>	<u>29,730</u>
Net Tuition Revenue	\$40,365	\$45,065	\$47,701	\$47,894	\$44,743	\$39,417	\$38,820	-3.8%	\$43,695	\$46,503
Discount Rate	15.0%	14.7%	20.5%	24.8%	31.8%	39.8%	44.5%	196.1%	41.4%	39.0%
	<u>Fall 87</u>	<u>Fall 88</u>	<u>Fall 89</u>	<u>Fall 90</u>	<u>Fall 91</u>	<u>Fall 92</u>	<u>Fall 93</u>		<u>Fall 94</u>	<u>Fall 95</u>
FTE	5,908	5,966	6,125	5,979	5,774	5,432	5,450	-7.7%	5,768	5,794

(a) Tuition revenue reflects on-campus, academic year activity only. Financial aid includes aid funded by general revenue funds and endowment income, including expenditures for athletics. Data does not include Federal student aid or Medical School activity.

(b) Based on projected enrollment as of October 14, 1994 as reported by the Office of Institutional Research.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 2
NET TUITION REVENUE - GRADUATE (a)
ON CAMPUS ACADEMIC YEAR
(In Thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY 88-94</u>	<u>Projected FY 95 (b)</u>	<u>Budget FY 96</u>
Tuition Revenue	\$34,354	\$39,417	\$42,259	\$47,123	\$50,666	\$52,150	\$55,533	61.6%	\$59,927	\$59,240
Financial Aid	<u>4,319</u>	<u>4,333</u>	<u>4,775</u>	<u>5,497</u>	<u>6,747</u>	<u>7,999</u>	<u>8,866</u>	105.3%	<u>9,699</u>	<u>10,706</u>
Net Tuition Revenue	\$30,035	\$35,084	\$37,484	\$41,626	\$43,919	\$44,152	\$46,667	55.4%	\$50,227	\$48,532
Discount Rate	12.6%	11.0%	11.3%	11.7%	13.3%	15.3%	16.0%	27.0%	16.2%	18.1%
	<u>Fall 87</u>	<u>Fall 88</u>	<u>Fall 89</u>	<u>Fall 90</u>	<u>Fall 91</u>	<u>Fall 92</u>	<u>Fall 93</u>		<u>Fall 94</u>	<u>Fall 95</u>
FTE	5,198	5,177	5,140	5,350	5,533	5,444	5,648	8.7%	5,992	5,843

(a) Tuition revenue reflects on-campus, academic year activity only, including Law School. Financial aid includes aid funded by general revenue funds and endowment income, including expenditures for athletics. Data does not include Federal student aid, or GTA salaries, or Medical School activity.

(b) Based on projected enrollment as of October 14, 1994 as reported by the Office of Institutional Research.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 3
ADMISSIONS INFORMATION (a)

	<u>FALL 88</u>	<u>FALL 89</u>	<u>FALL 90</u>	<u>FALL 91</u>	<u>FALL 92</u>	<u>FALL 93</u>	<u>FALL 94</u>	<u>Change FY 88-94</u>
UNDERGRADUATE:								
Applications	7,230	6,370	6,085	6,031	5,980	7,840	9,653	33.5%
Acceptances	5,103	5,048	4,907	4,437	4,743	5,052	5,687	11.4%
% Applications Accepted	70.6%	79.2%	80.6%	73.6%	79.3%	64.4%	58.9%	-16.5%
Matriculated	1,336	1,375	1,137	1,149	1,190	1,486	1,538	15.1%
% of Accepted Applicants who Matriculated	26.2%	27.2%	23.2%	25.9%	25.1%	29.4%	27.0%	3.1%
GRADUATE:								
Applications	13,341	14,712	14,350	16,151	17,110	17,942	19,066	42.9%
Acceptances	6,034	6,112	6,121	6,566	6,849	7,941	8,721	44.5%
% Applications Accepted	45.2%	41.5%	42.7%	40.7%	40.0%	44.3%	45.7%	1.0%
Matriculated	2,472	2,410	2,426	2,900	2,636	2,926	3,066	24.0%
% of Accepted Applicants who Matriculated	41.0%	39.4%	39.6%	44.2%	38.5%	36.8%	35.2%	-14.1%

(a) Excludes School of Medicine

SOURCE: OFFICE OF INSTITUTIONAL RESEARCH

Table 4
EXPENDITURES AS A PERCENT OF NET REVENUE (a)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Academic Programs/Support									
Instruction	50.8%	51.5%	48.9%	48.9%	48.4%	48.9%	50.1%	49.8%	49.9%
Libraries	<u>5.0%</u>	<u>4.6%</u>	<u>4.7%</u>	<u>4.6%</u>	<u>4.6%</u>	<u>4.2%</u>	<u>4.4%</u>	<u>4.3%</u>	<u>4.3%</u>
Total	55.8%	56.1%	53.6%	53.5%	53.0%	53.1%	54.5%	54.1%	54.2%
Sponsored Programs	11.5%	12.0%	11.2%	11.4%	12.6%	13.9%	13.4%	12.6%	12.4%
Administration and General	8.3%	8.8%	7.5%	8.6%	9.7%	8.7%	8.8%	9.6%	9.8%
Maintenance & Operation Of Plant									
Maintenance & Operation of Plant	10.7%	9.5%	9.6%	9.3%	8.9%	8.3%	8.3%	7.5%	7.7%
Mandatory Transfers (b)	<u>5.9%</u>	<u>3.5%</u>	<u>5.3%</u>	<u>4.9%</u>	<u>4.6%</u>	<u>4.5%</u>	<u>4.5%</u>	<u>4.8%</u>	<u>5.2%</u>
Total	16.6%	13.0%	14.9%	14.2%	13.5%	12.8%	12.8%	12.3%	12.9%
Student Services/Activities									
Student Services	4.6%	4.7%	5.5%	6.0%	5.8%	6.0%	6.3%	6.1%	6.1%
Other	<u>2.4%</u>	<u>2.6%</u>	<u>2.6%</u>	<u>2.8%</u>	<u>2.5%</u>	<u>2.8%</u>	<u>2.6%</u>	<u>2.1%</u>	<u>2.1%</u>
Total	7.0%	7.3%	8.1%	8.8%	8.3%	8.8%	8.9%	8.2%	8.2%
Total (c)	99.2%	97.2%	95.3%	96.5%	97.1%	97.3%	98.4%	96.8%	97.5%

(a) Data based on audited financial statements of the University, excluding the Medical Center. Revenue less financial aid expenditures and auxiliary enterprises expenditures and debt service.

(b) Primarily debt service.

(c) Totals do not add to 100% because surpluses and interfund transfers are not included.

Table 5
NET REVENUE AS A PERCENT OF EXPENDITURES (a)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Student Fees	77.6%	78.3%	78.5%	77.6%	75.0%	73.0%	72.7%	75.6%	75.5%
Sponsored Programs	13.7%	14.3%	13.7%	13.6%	14.7%	15.5%	14.6%	13.8%	13.5%
Gifts & Bequests	2.5%	2.1%	2.4%	2.1%	1.8%	2.9%	2.1%	1.7%	1.7%
Endowment Income	4.4%	5.4%	5.9%	6.2%	6.2%	5.5%	5.5%	5.8%	5.6%
Auxiliary Enterprises (Net)	0.5%	0.6%	1.1%	1.3%	2.2%	2.5%	3.2%	3.0%	3.1%
Other Income	<u>2.1%</u>	<u>2.3%</u>	<u>3.2%</u>	<u>2.9%</u>	<u>3.1%</u>	<u>3.4%</u>	<u>3.6%</u>	<u>3.3%</u>	<u>3.2%</u>
Total (b)	100.8%	103.0%	104.8%	103.7%	103.0%	102.8%	101.7%	103.2%	102.6%

(a) Data based on audited financial statements of the University, excluding the Medical Center. Revenue less financial aid expenditures and auxiliary enterprises expenditures and debt service.

(b) Totals do not add to 100% because surpluses and interfund transfers are not included.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 5a
Auxiliary Enterprise Net Income (a)
(In Thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Marvin Center	\$323	\$240	\$154	\$410	\$529	\$305	\$327	\$399	\$395
Housing	696	411	500	762	2,363	2,468	2,327	2,159	2,238
Parking	234	564	678	723	877	859	996	853	809
Rental Property	48	142	116	80	126	152	265	121	(116)
Other Auxiliaries (b)	<u>(820)</u>	<u>(858)</u>	<u>(398)</u>	<u>(285)</u>	<u>(304)</u>	<u>(100)</u>	<u>678</u>	<u>667</u>	<u>654</u>
TOTAL AUX. ENTERPRISES	\$481	\$499	\$1,050	\$1,690	\$3,591	\$3,684	\$4,593	\$4,199	\$3,980

(a) Includes debt service, does not include depreciation, Facilities Management overhead, or expenses incurred by administrative units in support of Auxiliary Enterprises.

(b) Includes Bookstore, Food Service, and the Computer Store.

Table 6
Growth In Expenditures By Function (a)
(In Thousands of 1988 Dollars) (b)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY 88-94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Administration & General	\$11,804	\$12,918	\$11,904	\$14,018	\$16,228	\$14,582	\$15,151	28.4%	17,483	17,999
Student Services	6,521	6,875	8,782	9,728	9,627	9,993	10,848	66.4%	11,161	11,245
Instruction (c)	63,941	66,660	70,245	72,792	75,497	77,278	81,493	27.4%	85,948	89,071
Libraries	7,061	6,720	7,422	7,456	7,636	7,042	7,493	6.1%	7,883	7,634
Maintenance & Operation of Plant	15,227	13,871	15,315	15,127	14,967	13,960	14,213	-6.7%	13,622	14,051
Other	3,480	3,836	4,207	4,511	4,254	4,643	4,449	27.8%	3,868	3,881
Sponsored Programs	<u>16,443</u>	<u>17,604</u>	<u>17,890</u>	<u>18,483</u>	<u>21,138</u>	<u>23,363</u>	<u>22,939</u>	<u>39.5%</u>	<u>22,963</u>	<u>22,712</u>
Total Expenditures	\$124,477	\$128,483	\$135,764	\$142,116	\$149,347	\$150,861	\$156,586	25.6%	\$162,928	\$166,793
Mandatory Transfers	9,608	6,773	10,013	7,934	10,436	10,154	10,281	7.0%	11,410	11,892

(a) Excludes Medical Center expenditures.

(b) Based on Consumer Price Index for Urban Areas.

(c) Excludes Continuing Engineering Education Program expenditures, which decreased \$2.0 million during this period.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 6a
Growth In Library Expenditures (a)
(In thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY88 - 94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Compensation	\$3,646	\$3,779	\$4,007	\$3,930	\$3,947	\$3,638	\$3,669	0.6%	3,704	3,740
Library Collections	2,190	1,753	2,196	1,990	2,249	2,387	2,574	17.5%	2,537	2,404
General Expenditures	<u>1,225</u>	<u>1,188</u>	<u>1,220</u>	<u>1,536</u>	<u>1,441</u>	<u>1,013</u>	<u>1,250</u>	<u>2.0%</u>	<u>1,642</u>	<u>1,690</u>
Total Library Expenditures	\$7,061	\$6,720	\$7,423	\$7,456	\$7,637	\$7,038	\$7,493	6.1%	\$7,883	\$7,834

(a) Individual library expenditures:

Gelman	\$5,628	\$5,197	\$5,885	\$5,902	\$5,912	\$5,286	(b) \$5,586	-0.7%	5,808	5,561
Burns Law	1,433	1,523	1,538	1,554	1,565	1,531	1,697	18.4%	1,827	2,025
Va. Campus	0	0	0	0	160	221	210	N/A	248	248
Total	<u>\$7,061</u>	<u>\$6,720</u>	<u>\$7,423</u>	<u>\$7,456</u>	<u>\$7,637</u>	<u>\$7,038</u>	<u>\$7,493</u>	<u>6.1%</u>	<u>\$7,883</u>	<u>\$7,834</u>

(b) Gelman Photocopy Center contracted to outside vendor.

Table 6b
Growth In Full-Time Faculty Salary Expense (a)
(In thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Percent Increase FY 88 - 94</u>
INSTRUCTION	\$28,357	\$29,098	\$30,700	\$31,663	\$32,128	\$32,744	\$33,379	17.7%
Percent of Total	92.3%	92.9%	92.9%	93.2%	92.9%	92.3%	92.2%	
RESEARCH	2,368	\$2,222	2,347	2,298	2,458	2,748	2,818	19.0%
Percent of Total	7.7%	7.1%	7.1%	6.8%	7.1%	7.7%	7.8%	
Total	<u>\$30,725</u>	<u>\$31,320</u>	<u>\$33,047</u>	<u>\$33,959</u>	<u>\$34,585</u>	<u>\$35,490</u>	<u>\$36,196</u>	17.8%

(a) Includes faculty in regular ranks, administrators with faculty rank, deans, associate deans, visiting and research faculty.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 6c
STUDENT SERVICES EXPENDITURES
(In Thousands of 1988 Dollars)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY 88-94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Enrollment Management	\$2,354	\$2,269	\$3,323	\$3,555	\$3,391	\$3,958	\$4,454	89.2%	\$3,878	\$3,980
Registrar	1,078	1,106	1,292	1,111	1,009	956	892	-17.3%	779	767
Student Services	1,965	2,351	2,888	3,129	3,354	3,480	3,672	86.9%	3,992	4,066
Division of University Programs	745	725	695	550	492	459	616	-17.3%	770	711
Other	<u>379</u>	<u>424</u>	<u>584</u>	<u>1,383</u> (a)	<u>1,381</u>	<u>1,140</u>	<u>1,214</u>	<u>220.3%</u>	<u>1,742</u>	<u>1,721</u>
Total	\$6,521	\$6,875	\$6,782	\$9,728	\$9,627	\$9,993	\$10,848	66.4%	\$11,161	\$11,245

(a) Office of Academic Administration reclassified from Student Aid.

Table 7
UNIVERSITY LEGAL EXPENSE (a)
(Dollars in Thousands)

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>Change FY 88 - 94</u>	<u>Projected FY 95</u>	<u>Budget FY 96</u>
Office of Legal Matters	\$0	\$41	\$58	\$68	\$87	\$167	\$223		\$421	\$479
Legal Expense	<u>279</u>	<u>239</u>	<u>277</u>	<u>928</u>	<u>1,163</u>	<u>1,363</u>	<u>1,631</u>	484.6%	<u>1,459</u>	<u>1,532</u>
Total Current Dollars	\$279	\$280	\$335	\$996	\$1,250	\$1,530	\$1,854	564.5%	\$1,880	\$2,011
Total Constant Dollars (b)	\$279	\$226	\$304	\$864	\$1,052	\$1,250	\$1,478	429.8%	\$1,458	\$1,514

- (a) Represents internal staff and costs associated with the use of external counsel. Does not include Medical Center expenditures.
(b) Total Constant Dollars based on the 1988 Consumer Price Index for Urban Areas.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 8
Comparison Of Endowment Per FTE
For Market Basket Schools (a)

	<u>ENDOWMENT MARKET VALUE (\$000S)</u>	<u>NUMBER OF FTE STUDENTS</u>	<u>ENDOWMENT ASSETS (\$) PER FTE STUDENT</u>
Emory University	\$1,691,166	9,484	\$178,318
Washington University	1,737,957	9,835	176,711
Vanderbilt University (b)	800,632	9,279	86,284
Northwestern University	1,275,412	15,102	84,453
Duke University	699,003	10,837	64,502
Carnegie-Mellon University (b)	404,531	6,445	62,767
Brandeis University	194,566	3,845	50,602
Georgetown University	340,897	11,060	30,823
Tufts University	217,298	7,844	27,702
New York University	692,461	25,891	26,745
George Washington University (c)	362,903	13,717	26,456
Boston University	339,291	22,432	15,125
American University	35,938	9,432	3,810

(a) Data based on the 1994 NACUBO Endowment Study

(b) Data based on 1993 NACUBO Endowment Study. Current data are not available.

(c) Represents an increase of \$150 per FTE from 1993, when the market value of the University's endowment was \$353 million and it enrolled 13,423 FTE. The average endowment assets per FTE student for institutions with endowments between \$100 million and \$400 million is \$63,359. The average endowment assets per FTE for a private University is \$62,011.

Table 9
University Fund - Raising (a)
(Dollars In Thousands)

	<u>Current Operations</u>	<u>Plant</u>	<u>Endowment/ Loan</u>	<u>Foundation and Corporate Support</u>	<u>TOTAL</u>
FY 94	\$4,483	\$0	\$5,245	\$7,893	\$17,621
FY 93	\$5,717	\$26	\$3,291	\$7,147	\$16,181
FY 92	\$3,381	\$198	\$4,538	\$7,359	\$15,476
FY 91	\$3,763	\$8	\$2,997	\$5,396	\$12,164
FY 90	\$3,932	\$3,197	\$1,789	\$4,516	\$13,434
FY 89	\$3,132	\$24	\$3,034	\$4,011	\$10,201
FY 88	\$3,508	\$26	\$3,311	\$3,369	\$10,214

(a) Based on audited financial statements. Does not include pledges, charitable remainder unitrusts, and Medical Center activity.

SOURCE: UNIVERSITY BUDGET OFFICE

Table 10
DISTRIBUTION OF ACTIVE STATUS GWU FACULTY
BY SCHOOL AND BY RANK, FALL 1988 TO 1994*
Actual Positions Filled

	1988	1989	1990	1991	1992	1993	1994	Change 1988-94
CC/GSAS								
Professor	125	128	130	135	138	136	133	8
Associate Professor	94	86	87	86	91	90	97	3
Assistant Professor	73	86	91	95	92	84	89	16
Instructor	10	2	4	7	10	9	7	(3)
Total	302	302	312	323	331	319	326	24
GSEHD								
Professor	26	26	27	25	22	26	25	(1)
Associate Professor	8	7	9	11	10	19	21	13
Assistant Professor	8	7	11	17	16	11	8	0
Instructor	3	4	4	4	2	2	1	(2)
Total	45	44	51	57	50	58	55	10
SEAS								
Professor	53	56	56	53	53	54	53	0
Associate Professor	11	9	9	13	15	16	15	4
Assistant Professor	11	12	13	18	17	16	14	3
Instructor	0	0	0	0	0	0	0	0
Total	75	77	78	84	85	86	82	7
SBPM								
Professor	42	44	46	47	50	49	47	5
Associate Professor	33	34	33	31	32	35	37	4
Assistant Professor	13	14	15	15	17	17	21	8
Instructor	0	0	0	0	0	0	1	1
Total	88	92	94	93	99	101	106	18
NLC								
Professor	28	32	35	33	34	36	36	8
Associate Professor	11	10	11	12	12	10	13	2
Assistant Professor	0	0	0	0	0	0	0	0
Instructor	8	9	6	6	6	1	1	(7)
Total	47	51	52	51	52	47	50	3
ESIA								
Professor	9	12	10	11	13	10	11	2
Associate Professor	6	6	6	6	5	5	7	1
Assistant Professor	3	3	4	4	3	6	5	2
Instructor	0	0	0	0	0	0	0	0
Total	18	21	20	21	21	21	23	5
UNIV PROFESSOR	4	4	3	4	5	5	5	1
TOTAL								
Professor	287	302	307	308	315	316	310	23
Associate Professor	163	152	155	159	165	175	190	27
Assistant Professor	108	122	134	149	145	134	137	29
Instructor	21	15	14	17	18	12	10	(11)
Total	579	591	610	633	643	637	647	68

* These are the numbers reported in AAUP salary studies. They include faculty in regular ranks excluding administrators with faculty rank, deans, associate deans, and faculty on leave without salary. They do not reflect actual positions or budget lines in the schools. Visiting and research faculty are not included.

Source: Office Of Institutional Research

Table 11
SUMMER SESSIONS REVENUE and EXPENDITURES
ON CAMPUS
(Excluding Law)

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1992 - 1994 VARIANCE (\$)</u>	<u>1992 - 1994 VARIANCE (%)</u>
REVENUE					
UNDERGRADUATE	3,355,055	3,004,423	3,224,427	(130,628)	-3.9%
GRADUATE	6,932,910	7,496,831	8,573,566	1,640,656	23.7%
NON DEGREE	<u>1,837,652</u>	<u>2,147,294</u>	<u>2,269,170</u>	<u>431,518</u>	<u>23.5%</u>
TOTAL REVENUE	12,125,617	12,648,548	14,067,163	1,941,546	16.0%
EXPENDITURES					
COMPENSATION	2,854,013	2,951,467	2,946,896	92,883	3.3%
SPECIAL PROGRAMS EXPENSE	<u>174,010</u>	<u>190,597</u>	<u>109,156</u>	<u>(64,854)</u>	-37.3%
TOTAL INSTRUCTIONAL COSTS	3,028,023	3,142,064	3,056,052	28,029	0.9%
SUMMER SESSIONS ADMINISTRATION	165,502	196,753	196,102	30,600	18.5%
MARKETING EXPENSES	<u>0</u>	<u>0</u>	<u>116,523</u>	<u>116,523</u>	
TOTAL EXPENDITURES	3,193,525	3,338,817	3,368,677	175,152	5.5%
CONTRIBUTION TO UNIVERSITY OVERHEAD	8,932,092	9,309,731	10,698,486	1,766,394	19.8%

SCHOOL FISCAL PERFORMANCE MODEL

The following accounting policies and the attached operating statement (Attachment A) were established as part of an effort to develop a uniform method of portraying the financial results of a school's operations. **The statement does not reflect the University's budget allocation process. Rather, it represents one tool for evaluating performance. Over a period of time, the statement will enable us to review trends and identify opportunities for reconsidering resource allocations.**

In developing the statement, it was necessary to make assumptions about the extent to which certain revenues and expenses would be allocated to schools. While the policies are generally consistent with the University's accounting policies, they do not conform exactly with the monthly budget reports schools receive. For purposes of this statement, certain expenses (most notably financial aid and utilities, maintenance, and security expenses) have been allocated to schools. These expenses are not fully allocated to schools as part of the University's current accounting procedures. Following is a compilation of the policies and assumptions used in developing the Fiscal Performance Model and a brief description of the contents of each line of the model.

REVENUES

Tuition revenue is credited initially to the school in which a student is enrolled. In the case of non-degree students, tuition revenue is initially credited to the Division of University Programs (DUP), which is responsible for registering and providing other support services to the students.

80 percent of a student's tuition revenue is allocated to the school teaching the student and 20 percent is allocated to the school in which the student is enrolled. In the case of non-degree students, 80 percent of tuition revenue is allocated to the teaching school and 20 percent is allocated to DUP.

Because the University's standard credit hour reports are based on the school that offers a course rather than on the school of the faculty member who teaches a course, an adjustment was made for ESIA faculty who teach courses offered by Columbian College. Based on the percentage of credit hours taught in Columbian College by ESIA faculty, an adjustment was made to the tuition revenue and financial aid attributed to Columbian College.

SCHOOL FISCAL PERFORMANCE MODEL

Undergraduate Tuition Revenue:

This includes Academic Year and Summer tuition revenue. The statement provides information on the tuition revenue associated with students enrolled within a school, the portion of this revenue allocated to other schools, and the amount of tuition revenue allocated to a school from other schools.

Non-Degree Tuition Revenue:

This includes Academic Year and Summer tuition revenue of students in a non-degree status taking courses within a school. Tuition revenue associated with students taking EFL classes is also reported in this section. The statement identifies the revenue associated with non-degree students taking courses on campus, off campus and at the Virginia Campus and the portion of this revenue which is allocated to DUP.

Graduate Tuition Revenue:

This includes Academic Year and Summer tuition revenue. The statement provides information on the tuition revenue associated with students enrolled in a school's on campus, off campus and Virginia Campus programs, the portion of this revenue allocated to other schools, and the amount of tuition revenue allocated to a school from other schools.

University Fee:

All students registering for on campus courses are charged the University fee. In FY 96, the fee is \$30.50 per credit for a maximum of 12 credit hours. The fee was instituted in FY 93 to replace a variety of fees (e.g., Marvin Center and registration fees) paid by on campus students. This revenue is allocated to schools using the same 80/20 split used to allocate tuition revenue. Because the fee represents a payment for services provided by various non-academic units rather than by schools, whatever revenue is credited to schools on this line is also reported as an expense within the expenditure section of the Fiscal Performance Model.

SCHOOL FISCAL PERFORMANCE MODEL

Other Student Fees:

This line includes graduate program application fees and course/lab fees specific to a school (e.g., fees associated with the Language Lab and Speech and Hearing Center in Columbian College). This line excludes fees paid by students for services provided by non-academic units (e.g., Housing, Food Service, Computer Store, etc.). Undergraduate program application fees are also excluded.

Entrepreneurial Programs:

Represents revenue generated by significant (approaching \$1 million in revenue) non-core academic programs. Only the Continuing Engineering Education Program (CEEP) and the activities of the Office of Professional Development within SBPM will be reported as Entrepreneurial Programs.

Research, Direct Cost Recovery

Represents all reimbursements from sponsors for the direct costs of research conducted on campus and at the Virginia Campus.

Research, Indirect Cost Recovery:

Represents all reimbursements from sponsors for the overhead costs of research conducted on campus and at the Virginia Campus. Two amounts are reported. The School amount reflects the portion (30 percent) of the University's negotiated indirect cost rate which is attributable to expenses incurred by schools. The remaining 70 percent of a school's indirect cost recovery is attributed to expenses incurred by administrative departments and is reported separately as General University overhead.

Endowment Income:

This line includes the annual payout associated with endowment funds specifically designated by donors for the use of a school. Income from endowment funds not restricted by donors for the use of specific schools is not included.

SCHOOL FISCAL PERFORMANCE MODEL

Gifts:

Represents gifts for current operating purposes designated by donors for use by a specific school.

Other Receipts:

This line includes all departmental funds (Fund R) revenue not reported elsewhere. This line typically includes revenue generated by conferences, workshops or other activities sponsored by a school.

EXPENDITURES

The statement generally includes expenditures directly charged to a school's accounts (e.g., its Fund C budget and R funds). As mentioned earlier, the primary exceptions to this general rule are financial aid and utilities, maintenance and security expenses.

The school operating statement does not reflect expenses incurred by other units (e.g., Gelman Library and GWTV) which support academic programs. The Fiscal Performance Model includes only capital expenditures charged to a school's budget. In most instances, this is limited to equipment purchases. The use of central University funds (either current or quasi-endowment funds) for the acquisition or renovation of buildings or equipment for use by a specific school, as well as any debt service resulting from such acquisitions, is not reported on the operating statement. However, funding provided by a school for the alteration or renovation of its facilities is reported separately.

Administration & Support:

Represents expenditures associated with administrative (e.g., the Dean's Office) and student support service (graduate admissions, advising, etc.) activities specific to a school. Expenses related to the activities of the University's central student service functions (e.g.,

SCHOOL FISCAL PERFORMANCE MODEL

Registrar, Enrollment Management, Student Accounts, etc.) have not been allocated to schools.

On Campus Instruction:

Includes all expenses of on campus teaching departments. Expenditures for professorships supported by endowment payout are reported on this line.

Off Campus Instruction:

Includes off campus teaching departments. Expenses incurred by the Division of University Programs (DUP) in administering the University's off campus programs have not been allocated to schools.

Virginia Campus Instruction:

Includes all Virginia Campus teaching activities. The administrative costs associated with the campus have not been allocated to schools. Maintenance and operation expenditures for the campus have been included in computing the per square foot cost used in allocating Utilities, Maintenance and Security expenses.

Library:

This represents the expense of the Burns Law Library. As mentioned earlier, Gelman Library expenditures have not been allocated to schools.

Financial Aid:

This section includes aid (tuition and stipends) funded by general (unrestricted) and restricted (endowment and departmental) funds. The following categories of financial aid are excluded or reported elsewhere within the operating statement:

SCHOOL FISCAL PERFORMANCE MODEL

- Federal student aid funds (e.g., Pell grants, NDSL loans, College Work Study, etc.) are not reported within the statement. A school's matching contribution to a College Work Study participant's wages is however reported as an expenditure.
- Financial aid funded as part of a sponsored research award is reported on the Research line of the statement.
- Tuition remission for faculty and staff and their spouses and dependents is not reported as Financial Aid. Consistent with University practice, the expenses associated with tuition remission for faculty and staff are allocated to all departments as part of the fringe benefit expense allocation.
- The compensation of Graduate Teaching Assistants is not considered to be financial aid for purposes of this statement. GTA expenses are, for the most part, reported on the On Campus Instruction line.

Financial aid funded by general (unrestricted) funds and endowment funds is allocated on the same basis as tuition revenue. That is to say, 80 percent of the financial aid awarded to a student enrolled in a school is allocated to the school teaching the student and 20 percent is allocated to the school in which the student is enrolled. For purposes of allocating financial aid, it is assumed that all financial aid is awarded during the academic year. It is further assumed that non-degree students do not receive financial aid.

The statement includes financial aid associated with undergraduate and graduate programs. At the graduate level, financial aid associated with on campus, off campus, and Virginia Campus programs is reported separately. At both the undergraduate and graduate levels, the statement reports: 1) the amount of financial aid awarded to students enrolled in a school; 2) the portion of this aid which is allocated to other schools; and, 3) the financial aid allocated to a school from other schools.

Financial aid funded by restricted departmental funds designated by donors for the use of specific schools is not allocated to teaching schools because the University's accounting records do not readily identify whether these expenditures are made for the benefit of undergraduate or graduate students.

Entrepreneurial Programs:

Includes expenditures associated with non-core academic program revenue reported above.

SCHOOL FISCAL PERFORMANCE MODEL

Research (Direct Only):

Includes all direct costs of research regardless of whether they are reimbursed by sponsors or funded (direct cost sharing) by the school. Faculty salaries charged to research are reported on this line.

Other Expenditures From Restricted Funds:

Includes all other departmental (R Fund) expenditures and expenditures funded from the endowment payout of endowment funds restricted by donors for the use of a specific school and not reported elsewhere.

Capital Expenditures Not Reported Elsewhere:

This line represents funding provided by a school for the alteration or renovation of its facilities.

Utilities, Maintenance, & Security Allocation:

Includes off campus leased costs associated with off campus space occupied by a school as well as an allocation for on campus space occupied by a school. The on campus space allocation is based on cost studies prepared by the Comptroller's Office and space utilization data maintained by the Facilities staff. The on campus allocation includes physical plant costs (e.g., housekeeping, maintenance, grounds, utilities, etc.), security expenses, and leasing expenses of off campus leased space not directly allocable to schools.

FY94 ACADEMIC DIVISION OPERATING STATEMENT

ATTACHMENT A
(In Thousands)

REVENUE	SEAS	SBPM	CC/GSAS	GSEHD	ESIA	DUP	LAW CTR	TOTAL
Undergraduate Tuition Revenue								
Academic Year Tuition Revenue	\$7,602	\$13,896	\$49,435	\$1,279	\$15,336	\$0	\$0	\$87,548
Summer Tuition Revenue	449	747	1,480	42	380	0	0	3,098
Total Undergraduate Tuition Revenue	8,051	14,643	50,915	1,321	15,716	0	0	90,646
Less: School Majors Rev. Alloc. To Other Schools	(2,893)	(6,306)	(3,751)	(497)	(10,774)	0	0	(24,221)
Non-School Majors Rev. Allocated To School	309	536	18,168	1,649	1,587	0	0	22,249
Total Undergraduate Tuition Revenue	5,467	8,873	65,332	2,473	6,529	0	0	88,674
Non-Degree Tuition Revenue								
Non-Degree On Campus	338	550	2,240	433	45	0	0	3,606
Non-Degree Off Campus	963	97	2,000	2,364	0	0	0	5,424
Non-Degree Virginia Campus	109	0	49	5	0	0	0	163
EFL	7	7	867	8	1	0	0	890
DUP Distribution	(207)	(122)	(693)	(621)	(9)	1,852	0	0
Total Net Non-Degree Tuition Revenue	1,210	532	4,463	1,989	37	1,852	0	10,083
Graduate Net Tuition Revenue								
On Campus Academic Year	7,507	16,683	9,577	4,398	4,515	0	26,971	69,651
On Campus - Summer	900	4,321	953	1,619	480	0	602	8,875
Total Graduate Tuition Revenue	8,407	21,004	10,530	6,017	4,995	0	27,573	78,526
Less: School Majors Rev. Alloc. To Other Schools	(650)	(1,744)	(1,289)	(318)	(2,120)	0	(26)	(6,147)
Non-School Majors Rev. Allocated To School	87	1,266	3,368	201	668	0	13	5,603
Total Net Graduate Tuition Revenue	7,844	20,526	12,609	5,900	3,543	0	27,560	77,982
Off Campus	2,058	93	1,172	1,304	7	0	0	4,634
Virginia Campus	820	1,256	724	857	0	0	0	3,657
Total Graduate	10,722	21,875	14,505	8,061	3,550	0	27,560	86,273
University Fee	775	1,671	2,929	356	961	33	1,277	8,002
Other Student Fees	64	129	720	80	477	0	433	1,903
Total Tuition and Fees	18,238	33,080	87,949	12,959	11,554	1,885	29,270	194,935
Entrepreneurial Programs	5,792	980	0	0	0	0	0	6,772
Research	5,834	1,285	7,372	3,973	736	0	161	19,361
Direct Cost Recovery	324	17	351	196	24	0	3	915
Indirect Cost Recovery	757	40	818	456	55	0	6	2,132
School General	6,915	1,342	8,541	4,625	815	0	170	22,408
Total Research	6,915	1,342	8,541	4,625	815	0	170	22,408
Endowment Income	268	974	795	94	177	0	1,535	3,843
Gifts	346	425	578	111	762	0	660	2,882
Other Receipts	56	257	334	930	193	0	737	2,507
TOTAL REVENUE	\$31,615	\$37,058	\$117,771	\$18,719	\$13,501	\$1,885	\$32,372	\$207,937

FY94 ACADEMIC DIVISION OPERATING STATEMENT

ATTACHMENT A
(In Thousands)

EXPENDITURES	SEAS	SBPM	CC/GSAS	GSEHD	ESIA	DUP	LAW CTR	TOTAL
Administration & Support	3,139	2,484	1,675	1,817	981	0	2,868	12,964
On Campus Instruction	9,265	11,639	29,070	4,108	2,294	1,704	7,791	65,871
Off Campus Instruction	1,193	40	640	1,053	0	0	0	2,926
Virginia Campus Instruction	904	969	520	509	0	0	0	2,902
Library	0	0	0	0	0	0	2,160	2,160
University Fee Transfer	775	1,671	2,929	356	961	33	1,277	8,002
Financial Aid								
Undergraduate Financial Aid	2,744	4,952	22,962	834	7,517	0	0	39,009
Less: School Majors Aid Alloc. To Other Schools	(958)	(2,134)	(1,690)	(308)	(5,155)	0	0	(10,245)
Non-School Majors Aid Alloc. To School	135	227	7,586	690	680	0	0	9,318
Total Undergraduate Financial Aid	1,921	3,045	28,858	1,216	3,042	0	0	38,082
Graduate Financial Aid	1,120	1,564	3,846	597	637	0	3,438	11,202
Less: School Majors Aid Alloc. To Other Schools	(72)	(132)	(478)	(34)	(261)	0	0	(977)
Non-School Majors Aid Alloc. To School	17	211	356	22	191	0	2	799
Off Campus Financial Aid	164	1	8	409	0	0	0	582
Virginia Campus Financial Aid	59	0	5	9	0	0	0	73
Total Graduate Financial Aid	1,288	1,644	3,737	1,003	567	0	3,440	11,679
Financial Aid From Restricted Funds	111	36	20	0	0	0	(3)	164
Total Financial Aid	3,320	4,725	32,615	2,219	3,609	0	3,437	49,925
Entrepreneurial Programs	5,729	931	0	0	0	0	0	6,660
Research (Direct Only)	6,047	1,305	7,600	4,903	806	0	294	20,955
Other Expenditures from Restricted Funds	384	352	658	1,151	1,003	0	1,442	4,990
Capital Expenditures Not Reported Above	0	0	0	0	0	0	733	733
TOTAL DIRECT EXPENDITURES	30,756	24,116	75,707	16,116	9,654	1,737	20,002	178,088
INCOME/(LOSS) BEFORE ALLOCATED COSTS	859	12,942	22,490	2,603	3,847	148	12,370	55,259
CONTRIBUTIONS TO UNIVERSITY OVERHEAD:								
Utilities, Maintenance & Security Allocation	1,104	900	3,677	454	221	491	2,224	9,071
Contribution To General University Overhead	(\$245)	\$12,042	\$18,813	\$2,149	\$3,626	(\$343)	\$10,146	\$46,188
Balance as a Percent of Revenue	-0.77%	32.50%	19.16%	11.46%	26.86%	-18.20%	31.34%	19.79%

NOTE: This Report was inadvertently omitted with the Minutes of the October 13, 1995, Senate meeting.

THE GEORGE WASHINGTON UNIVERSITY
NATIONAL LAW CENTER

MEMORANDUM

TO: FACULTY SENATE, GWU

FROM: ADVISORY COMMITTEE, VICE PRES. FOR ACAD. AFFAIRS SEARCH
Bob Park, Chair (Ext. 4-6750)

DATE: October 13, 1995

RE: FIRST PROGRESS REPORT ON VICE PRESIDENTIAL SEARCH

1. The composition of the Advisory Committee.

The Committee was appointed by President Trachtenberg in his search for a new Vice President for Academic Affairs. The appointment of this vice president is entirely the prerogative of the President and is not covered by Code or Handbook procedures. The Committee was chosen by the President to represent broadly the faculty and academic divisions of the University.

Mary Futrell, Dean, GSEHD, 4-6161
Charles Gilmore, Assoc. Dean for Research, SEAS, 4-5062
Lois Graff, Associate Dean, SBPM, 4-7536
Harry Harding, Dean, ESIA, 4-6241
Mary McGrath, Professor of Surgery, SMHS, 4-8141
Randy Packer, Chair, Department of Biological Sciences, CSAS, 4-6090
Joseph Pelzman, Chair, Executive Committee, Faculty Senate and
Professor of Economics and International Affairs, CSAS, 4-7108
Carolynn Reid-Wallace, Member, Board of Trustees, 879-9752
Scott Mory, The Student Association, 4-7100
John (Skip) Williams, Associate Vice President for Graduate Medicine
and Special Programs & Associate Dean of Medical Center Admissions, 4-3506
Walter Bortz, Vice President for Administrative and Information Services, 4-8810
Bob Park, Professor of Law, Law School; Chair, Advisory Committee. 4-6750

2. The President's charge to the Committee.

The Committee is charged with finding the very best three or four candidates. The President has indicated that he thinks that there are splendid potential candidates on campus and that it is possible that one or more local candidates may be on the short list of three or four at the conclusion of the Committee's work. Nevertheless, the President has emphasized on three occasions that he wants the Committee to conduct a vigorous, imaginative and thorough national

search to produce the very best candidates that it can identify. If the short list does not include anyone quite to the President's satisfaction, the search will be resumed. The Committee's recommendations in no way bind the President. The Committee is charged to solicit nominations from the faculty and academic administrators on our campus and from the most distinguished faculty and administrative officers of the strongest universities in the United States. The Committee has been given the resources to choose a search firm, and will have as much administrative support and staff as it feels is necessary to conduct a full, diligent and thorough search. The Committee is charged with presenting its recommendations to the President by February or March 1996. If all goes according to plan, the new Vice President will be in office and fully oriented by the summer of 1996.

3. The progress of the Committee.

a) The Committee has been meeting since the summer. Having received the charge from President Trachtenberg in the summer, it determined to interview academic search consultants and interviewed three firms. The Committee chose Academic Search Consultative Services, a local firm that has conducted over 400 searches for presidents and vice-presidents of American colleges and universities. ASCS offers the advantages of numerous contacts throughout the country, the experience to guide the Committee in the efficient organization of its search, the ability to recruit a pool of candidates the Committee might not otherwise identify, the experience to advise the Committee on national advertising and recruitment, the experience to train the Committee members in the efficient and reliable evaluation of applications, nominations and interview meetings, and immediate availability for continuing consultative support in the interviewing and evaluation process. The policy choices and the actual evaluation of the candidates will be done by the Committee, not by the consultants.

b) As an initial task, the search consultants interviewed approximately 50 members of the academic community, including deans, chairs, individual faculty, members of the Faculty Senate and others. On the basis of these interviews, the consultants prepared a report identifying the most desired characteristics in candidates, framed a job definition of the office, prepared copy for advertising, and made recommendations as to the materials to be sent to applicants and nominees. The Committee continues its own process of independent consultations with members of the GWU academic community.

c) The Committee solicits advice on selection criteria, recommendations on the office and nominations of individual prospects. The hope of the Committee is that the GWU community of faculty and academic administrators will be generous with its advice and comments as the search progresses. The telephone numbers of the Committee members are noted in the above listing.

d) The focus of the interviews and preparatory Committee discussions has been: How has the office of Vice President for Academic Affairs been run? Successes? Failures? Changes needed? Alternative organizations that would strengthen the office? The Committee will shortly enter into the phase of active nationwide solicitation of candidates and the comparative evaluation of applications and nominations.

4. The Committee's dependence upon faculty, deans, students and administrators

is well-recognized within the Committee. We wish to thank the many people who gave the consulting firm their advice and experience on the characteristics of the office of Vice President for Academic Affairs and the needs of the university. We look forward to making the search open and highly consultative. At the same time, the Committee must unequivocally give notice to the academic community that the deliberations of the Committee, the identities of those in the pool of nominees, the comments received upon such nominees and the unannounced decisions of

the Committee must remain **absolutely confidential**. This cannot be overemphasized. We are seeking candidates from among the most accomplished, distinguished and capable academicians in the country. As you know, persons of this very high caliber will not participate in a process, nor submit to candidacy, if they are likely to be embarrassed on their home campuses or in their professional circles by untimely or inappropriate revelations about them or their candidacies. Similarly, those academicians who will be asked to comment on the candidates will not be candid and specific about strengths and weaknesses of the candidates unless the Committee can assure them that their comments will be treated with respect and **absolute confidentiality**. When the final three or four candidates are brought to campus for interviews, this process will be public and numerous persons from our academic community will be actively involved in the evaluation process. There will be opportunities for individuals to give the Committee and the President their confidential and professional evaluations. But until this final stage, information about individual candidates and the search and selection process not otherwise made public must be kept **absolutely confidential**. Your help in this regard will be deeply appreciated by the Committee and will contribute importantly to the effectiveness of the recruitment and selection of the very best candidates.

5. To summarize the administrative progress of the Advisory Search Committee, this is a review of what has been accomplished to date.

- a) Committee charged and decisions made on organization and planning.
- b) Three search consulting firms interviewed.
- c) Academic Search Consultative Services selected.
- d) Interviewing of academic community, including former Vice President French, Acting Vice President Salamon, deans, chairs and others completed.
- e) Report submitted by ASCS.
- f) Advertisement text prepared and submitted for publication in The Chronicle of Higher Education on Oct. 26th and Nov. 9th.
- g) Prof. Pelzman: Subcommittee to draft "desired characteristics" of candidates met and draft reviewed and approved by Committee. Statement describing the office begun.
- f) Dean Harding: Subcommittee to plan for nation-wide recruitment through the solicitation of nominees from top academic officers of distinguished universities, foundations and professional associations appointed. The Harding Subcommittee will also recommend procedures for soliciting applications, nominations and recommendations within the GWU academic community.
- g) Academic Search Consultation Service has begun developing its own pool of candidates.
- h) The Committee will report on Oct. 26 to the Academic Affairs Committee of the Board of Trustees
- i) The training session for Committee members in the evaluation of initial applications has been set.

6. To outline in broad strokes the future time-table and stages of the search plan.

- a) Nov. - Screening of applicants and recommendations
 - Recruitment of nominations
- b) Dec. - Top 12 to 15 identified for intensive background checks.
 ASCS to do independent checking. Committee to make calls.
- c) Jan. - First week: Selection of 6 to 10 for off-campus interviews.
 - Third week: Off-campus interviews.

d) Feb.

- Fourth week: Selection of finalists to visit campus with spouses.
- Visits to campus.
- Fourth week: Committee recommendations, without ranking, to President Trachtenberg.

7. The Committee would like to close this initial report by emphasizing that President Trachtenberg has charged the Committee to conduct a full national search and to present him with a short list of the very best candidates that the Committee can discover.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

October 2, 1995

The Faculty Senate will meet on Friday, October 13, 1995,
at 2:10 p.m. in Marvin Center 405.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of September 15, 1995, as distributed
3. Introduction of Resolutions
4. Report of the Fiscal Planning and Budgeting Committee by Professor Anthony M. Yezer, Chair, and by Professor Joseph Pelzman, former Chair
5. General Business:
 - (a) Report of the Executive Committee: Professor Joseph Pelzman, Chair
 - (b) Interim Reports of Senate Committee Chairs
6. Brief Statements (and Questions)
7. Adjournment

Brian Selinsky

Brian Selinsky
Secretary